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EVOLUTION OF THE EXECUTIVE OFFICE

CENTRAL INTELLIGENCE AGENCY

1. Functions of the Executive Staff published in tentative functional chart, CIG, 22 July 1946, approved by General Vandenberg:

"Functions as a staff for the Director of Central Intelligence in performing the normal duties of an Executive Office in planning, controlling, administering and securing the activities of the Central Intelligence Group."

These tentative functions were published as a basis for further planning and development of CIG.

2. Functions of the Executive Staff headed by the CIG Executive, published in organization and function chart for CIG, dated 22 November 1946, approved by General Vandenberg:

"1. Functions as a staff for the Director of Central Intelligence under the supervision of the Executive Director, Central Intelligence Group in performing the normal duties of an executive office.

"2. Controls, coordinates and supervises activities of operating offices, CIG, pertaining to operations, liaison, administration and general functioning.

"3. Coordinates plans and policies affecting operations with the Interdepartmental Coordinating and Planning Staff.

"4. Provides logistical and administrative support for the world-wide activities of CIG.

"5. Regulates internal security of CIG."

3. Functions of the Executive Staff published in organization and functions charts for CIG, dated 1 July 1947, signed by Admiral Hillenkoetter:

"1. Supervises the entire administration of CIA.

"2. Is the principal staff officer of the Director to control and coordinate the activities of CIG.

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"3. Coordinates the activities of ICAPS and the Secretariat NIA with other CIG activities.

"4. Is the normal channel for all matters requiring the attention of the Director and the Deputy Director."

4. Functions of the Executive and Deputy Executive published in organization and functions chart of CIA, dated 1 January 1949, signed by Admiral Hillenkoetter:

"Executive

"As principal staff officer of the Director for the administration of all CIA activities:

"1. Coordinates administrative support with operational requirements.

"2. Is the channel of communication with the Deputy Director and the Director on matters which involve administrative action or support requirements.

"3. Provides and controls CIA liaison contacts with all other agencies on CIA administrative matters.

"4. Supervises the organizational and functional development of the Agency.

"5. Serves as Deputy Director in the absence of that official."

"Deputy Executive

"Performs such duties as are assigned by the Executive, serves as Executive in the absence of that official, and is authorized to exercise the authorities legally delegated to the Executive to the extent authorized in writing by the Executive."

5. Functions of the Executive and Deputy Executive, CIA, published in CIA General Order [REDACTED] dated 20 September 1949, signed by Admiral Hillenkoetter: ^{25X1A}

"Executive

"1. Has full responsibility for the overall operational and administrative management of the Agency in accordance with the policies of the Director, and for the coordination of all Agency activities to this end.

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"2. In connection with this responsibility, is charged with aggressively and systematically establishing and maintaining a continuous management improvement program to insure both effectiveness and economy of operations on an Agency-wide basis.

"3. Is responsible for insuring that an adequate overall management program plan for future fiscal years is prepared and submitted for inclusion in each annual Agency budget.

"4. Is the channel of communication to the Deputy Director and the Director.

"5. Serves as Deputy Director in the absence of that official.

"Deputy Executive

"Performs such duties as are assigned by the Executive, serves as Executive in the absence of that official, and is authorized to exercise the authorities legally delegated to the Executive to the extent authorized in writing by the Executive."

6. Functions of the Executive and Deputy Executive, CIA, published in CIA Regulation [REDACTED] dated 1 July 1950, signed by Admiral Hillenkoetter:

"Executive

"I. Mission

"As principal staff officer of the Agency, the Executive is charged with overall coordination of Agency activities and the establishment of Agency organization and staffing requirements in accordance with the policies of the Director.

"II. Functions

"The Executive shall:

"A. Be the channel of communication to the Deputy Director and the Director.

"B. Supervise overall coordination of Agency activities and advise the Director in connection therewith.

"C. Establish and maintain a continuous management improvement program to ensure effectiveness and economy

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of Agency operations.

"D. Serve as Deputy Director in the absence of that official.

"E. Advise and assist Assistant Directors and Staff Chiefs in the fulfillment of their specific functions.

"Deputy Executive

"The Deputy Executive shall:

"A. Perform such duties as are assigned by the Executive.

"B. Serve as Executive in the absence of that official.

"C. Exercise the authorities legally delegated to the Executive to the extent authorized by the Executive.

28 November 1951

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- b. Executive for Administration and Management (separate staff reporting through the Executive) - July 1947 - December 1948.
- (1) In June 1947, at the request of the Deputy Director, approved by the Director, Mr. [REDACTED] refused a Regular Army Commission to remain with CIG as a civilian.
- c. Deputy Executive (the position of Executive for Administration and Management was abolished on 31 December 1948 to save high grades and personnel - 2 grades GS-15, 1 grade GS-9, and 1 grade GS-7): - 1 January 1949 - May 1950.
- d. Acting Executive: June - September 1950.

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2. Except for the period January through September 1949 the Agency Executive was assigned in published orders by the Director the full responsibility for overall supervision and coordination of all Agency activities, during the period from 1946 - October 1950. The endeavor during the period January - September 1949 to partially restrict the responsibilities of the Executive resulted in such overburdening of the Director with details that such restrictions were completely removed in October of 1949, and previous status of what actually amounted to a Chief of Staff function restored to the Executive position.

3. It is reasonable to point out that during the period January 1946 - 1 October 1950 this Agency was developed from nothing (actually from a chaotic situation resulting from the dissolution of OSS and dissipation of practically all of its facilities and personnel) to an organized, staffed and functioning Agency with the following major accomplishments in the general field of administration.

a. Firm and effective relationships, informal and otherwise, with other agencies of government on whose good will we were completely dependent prior to obtaining legislative authority for this Agency (General Accounting Office, Treasury Department, Department of Justice, Bureau of the Budget, etc.)

b. Legislative authority embodied in the National Security Act and the Central Intelligence Agency Act of 1949 (Public Law 110).

c. The development to a high degree of the acceptance on the part of government activities and officials of the unique requirements and position of CIA, and their willingness to act with and for us on a very special basis, often bordering on or actually illegal actions on their part, even after the establishment of legislative authority for the Agency.

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d. The initiation and refinement of a body of internal policies and regulations which are generally still in effect.

4. It is also reasonable to point out that in administration itself the organization and functions have now evolved into a structure exactly similar to that in effect prior to the reorganization which was, in effect, forced as a result of certain recommendations made by the so-called "Dulles Committee." [REDACTED]

5. The individuals occupying the Executive position in CIA during the period May 1947 - May 1950 were primarily trained intelligence officers rather than administrators, and were selected by the Director on that basis. One [REDACTED] had completed one year as Deputy Assistant Director for Reports and Estimates prior to his appointment as Executive.

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TRANSMITTAL SL		
28 Nov 57 DATE		
TO: DD/A		
BUILDING	ROOM NO.	
REMARKS: Per our conversation on 27 Nov. The "Evolution" paper is comprised of verbatim quotes from published CIA documents referred to just prior to each quote. (Basic documents are filled by [redacted]) I have given [redacted] a copy with instructions to use it only as you may instruct.		
BUILDING	ROOM NO.	EXTENSION
FORM NO. 36-8 SEP 1946		

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